



# CITY OF LODI

## COUNCIL COMMUNICATION

**AGENDA TITLE:** City Council Goals

**MEETING DATE:** May 3, 1995

**PREPARED BY:** Finance Director

**RECOMMENDATION:** Accept the list of attached goals and goal summaries for information and provide staff with final direction before budget hearings to be held in June.

### BACKGROUND

On February 21 the City Council met with Department Heads to identify possible City goals for the 1995-97 Financial Plan and Budget. These goals were listed, staff summaries were prepared and the goals were reviewed and ranked by staff and Council between February 21 and May 3. From an initial list of 34 goals, a final list of ten goals and goal summaries has been prepared and is presented tonight for City Council comment and direction to staff.

The City Council goals have been developed to involve the City Council as early as possible in the budget process by identifying the goals and priorities which the City Council believes will produce the greatest benefit to the City. As such, these goals will become the focus of staff efforts and resources. In addition, by identifying the most significant City goals, the City Council is assured that the most important, highest priority goals are accomplished and that adequate resources are appropriated to ensure their accomplishment.

The identification of major City goals and the early involvement of the City Council in budget development is a new experience for the City Council and staff. However, government and business has been successfully using this management technique for several years at all levels of their organizations. By setting long term goals and objectives, the City Council can proactively set the direction of the City, can reinforce their responsibility for establishing City policy and can measure their accomplishments.

### Staff Summaries

Each goal identified by the City Council has been summarized by staff using the following format:

- Objective
- Background and Workslope
- Action Steps
- Responsible Department and Activity
- Financial and Staff Resources Allocated
- Outcome and Final Product

APPROVED: \_\_\_\_\_

THOMAS A. PETERSON  
City Manager



recycled paper

The goal summaries were prepared to ensure that the staff and Council had a clear understanding of what is to be accomplished, what resources are required, who is responsible, how the objective is to be measured and when the objectives are to be accomplished. As a summary, the goals are a broad statement to give direction. Over time, they will be refined and adjusted based on further study and analysis.

### **Review Process**

From the initial list of 34 goals arranged in a random order (Exhibit A), the goals were reviewed by staff and ranked. A second list was published in the order based of the staff's ranking (Exhibit B). This list was again reviewed along with the goal summaries and was reduced to 16 goals. The other 18 goals were eliminated for the following reasons:

- Will be included as a Department objective in the 1995-97 Financial Plan and Budget
  - Multi-Model Station
  - Completion of Lodi Lake Master Plan
  - Update of the General Plan
  - Needs Assessment for Parks and Recreation
  - Information Bulletin Board
  - Financing Library Services
  - Enhanced Library Services
  - Charter City
- Additional information required
  - Fire Department Response Plan
  - Fleet Vehicle Replacement
  - Enhanced Park Facilities
- Completed in the 1994-95 Budget Year
  - Funding of the Boys & Girls Club
  - City/School - Joint Use Agreement
- To be considered at a later date
  - Financial Planning and Budget
  - Purchase of the City Hall Annex
- Included in other objectives
  - Hotel Lodi
  - Financial Condition of the Electric Utility
  - Deferred Maintenance - Street Trees

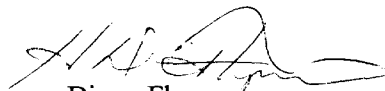
### **Final Review**

The list of 16 goals and staff summaries were distributed to the City Council for ranking and returned on or before April 14. A new list was prepared in the order of the City Council's ranking (Exhibit C) and further reviewed by staff for presentation to the City Council on May 3. These goals were either left in their original form or consolidated with other goals to arrive at a final list of 10 goals and goal summaries (Exhibit D) as listed below:

	Goals	Cost
1.	Economic Revitalization	\$200,000 per Year O&M
	Central City Revitalization	\$5.5 million CIP
	Cherokee Lane Beautification	
	Business Growth	
2.	Street Crimes Unit	\$320,000 per Year O&M
3.	California Youth Soccer Association	Revenue/Cost Neutral
4.	Electric Utility Service Improvements	Cost Containment
	Deregulation of the Electric Utility	
	Utility User's Tax	
5.	Residential Neighborhood Improvements	\$75,000 per year O&M
	Eastside Neighborhood Revitalization	
	Code Enforcement	
6.	Conferencing/Performing Arts Center	\$9.5 million CIP
7.	Water Utility Service Improvements	Revenue/Cost Neutral
8.	Indoor Sports Facility	\$4.0 to \$6.0 million CIP
9.	Compensation Policy Development	Cost Containment
	Employee Benefits/Cafeteria Plan	
	Performance Pay	
10.	Contracting Services	Cost Containment
	Street Tree Services	
	Transit Services	

#### **Consolidated Goals**

The consolidation of the 16 goals and summaries as listed above reflect the City Council's priorities and where they have been consolidated appear to be a rational and logical consolidation. Unless directed otherwise by the City Council, these goals will be listed as the Major City Goals in the 1995-97 Financial Plan and Budget. The Goal Summaries will also be included. Accordingly, the funding for these goals will be included in the appropriate activity or capital budget.

  
Dixon Flynn  
Finance Director

#### **Attachment**

- Initial List of City Council Goals (Exhibit A)
- City Council Goals as Ranked By Staff (Exhibit B)
- City Council Worksheet (16 Goals) (Exhibit C)
- Final List of Goals and Summaries (Exhibit D)

## INITIAL LIST OF CITY COUNCIL GOALS

Goal	Department
1 Code Enforcement	Administration
2 City/School Facilities - Joint Use Agreement	Administration
3 Contracting Transit Services	Administration
4 Multi-Model Station- CIP Project	Administration
5 Purchase of City Hall Annex - CIP	City Attorney
6 California Youth Soccer Association Agreement	City Attorney
7 Charter City	City Attorney
8 Performing Art Center - CIP Project	Community Center
9 Boys & Girls Club - CIP Project	Community Development
10 Update General Plan	Community Development
11 Hotel Lodi	Community Development
12 Central City Revitalization	Economic Development
13 Cherokee Lane Beautification -CIP	Economic Development
14 East Side Neighborhood Revitalization	Economic Development
15 Business Growth	Economic Development
16 Electric Utility- Financial Condition	Electric Department
17 Deregulation of Electric Utility	Electric Department
18 Utility Users Tax - Revenue Neutral	Finance
19 Fire Department Response Plan	Fire Department
20 Information Bulleting Board	Information Systems
21 Enhanced Library Services	Library Department
22 Financing Library Services	Library Department
23 Indoor Sports Facility - CIP	Parks & Recreation
24 Enhanced Park Facilities -CIP	Parks & Recreation
25 Performance Pay	Personnel Department
26 Employee Benefits/Cafeteria Plan	Personnel Department
27 Street Crimes Unit	Police Department
28 Water Supply Plan	Public Works
29 Deferred Maintenance - Streets/Trees - CIP	Public Works
30 Contracting for Street Tree Services	Public Works
31 Financial Planning and Budget **	Finance
32 Completion of Lodi Lake Master Plan **	Parks and Recreation
33 Maintenance & Operation Needs Assessment Study **	Parks and Recreation
34 Fleet Vehicle Replacement **	Fire

\*\* Department Recommended

## CITY COUNCIL GOALS AS RANKED BY STAFF

Goal	Department	Points
1 Central City Revitalization	Economic Development	22
2 Business Growth	Economic Development	22
3 Street Crimes Unit	Police Department	21
4 Cherokee Lane Beautification -CIP	Economic Development	21
5 Utility Users Tax - Revenue Neutral	Finance	20
6 Multi-Model Station- CIP Project	Administration	20
7 East Side Neighborhood Revitalization	Economic Development	20
8 Code Enforcement	Administration	20
9 Deregulation of Electric Utility	Electric Department	18
10 Completion of Lodi Lake Master Plan **	Parks and Recreation	18
11 California Youth Soccer Association Agreement	City Attorney	18
12 Boys & Girls Club - CIP Project	Community Development	18
13 Water Supply Plan	Public Works	17
14 Update General Plan	Community Development	16
15 Performing Art Center - CIP Project	Community Center	16
16 Enhanced Park Facilities -CIP	Parks & Recreation	15
17 Electric Utility- Financial Condition	Electric Department	15
18 Contracting Transit Services	Administration	15
19 Maintenance & Operation Needs Assessment Study **	Parks and Recreation	14
20 Fire Department Response Plan	Fire Department	14
21 Employee Benefits/Cafeteria Plan	Personnel Department	14
22 Charter City	City Attorney	14
23 Purchase of City Hall Annex - CIP	City Attorney	13
24 Performance Pay	Personnel Department	13
25 Indoor Sports Facility - CIP	Parks & Recreation	13
26 Hotel Lodi	Community Development	13
27 Financial Planning and Budget **	Finance	13
28 Contracting for Street Tree Services	Public Works	13
29 City/School Facilities - Joint Use Agreement	Administration	13
30 Information Bulleting Board	Information Systems	12
31 Fleet Vehicle Replacement **	Fire	12
32 Financing Library Services	Library Department	12
33 Deferred Maintenance - Streets/Trees - CIP	Public Works	11
34 Enhanced Library Services	Library Department	10

## CITY COUNCIL WORKSHEET

Goal No	Goal	Department	Staff Rank	Mayor	Council Points
12	1 Central City Revitalization	Economic Development	1	**	15
27	2 Street Crimes Unit	Police Department	4	**	13
13	3 Cherokee Lane Beautification -CIP	Economic Development	2	**	12
15	4 Business Growth	Economic Development	3	**	11
6	5 California Youth Soccer Association Agreement	City Attorney	9	**	11
17	6 Deregulation of Electric Utility	Electric Department	10		11
1	7 Code Enforcement	Administration	5	**	10
14	8 East Side Neighborhood Revitalization	Economic Development	6	**	10
8	9 Performing Art Center - CIP Project	Community Center	15		10
28	10 Water Supply Plan	Public Works	11		10
23	11 Indoor Sports Facility - CIP	Parks & Recreation	29		9
18	12 Utility Users Tax - Revenue Neutral	Finance	7		8
26	13 Employee Benefits/Cafeteria Plan	Personnel Department	26		7
25	14 Performance Pay	Personnel Department	28		7
30	15 Contracting for Street Tree Services	Public Works	27		6
3	16 Contracting Transit Services	Administration	19		5

## FINAL LIST OF CITY COUNCIL GOALS

Goal No	Goal	Department	Estimated Cost
1	<b>Economic Revitalization</b> Central City Revitalization Cherokee Lane Beautification Business Growth	Administration/Public Works/ Community Development	\$200,000 per year O&M \$5.0 million CIP
2	<b>Street Crimes Unit</b>	Police Department	\$320,000 per year O&M
3	<b>California Youth Soccer Association</b>	Administration/City Attorney/ Public Works	Revenue/Cost Neutral
4	<b>Electric Utility Service Improvements</b> Deregulation of the Electric Utility Utility User's Tax	Electric Department	Cost containment
5	<b>Residential Neighborhood Improvements</b> Code Enforcement Eastside Neighborhood Improvements	Community Development/ Administration	\$75,000 per year O&M
6	<b>Conferencing/Performing Arts Center</b>	Administration/Public Works	\$9.5 million CIP
7	<b>Water Utility Service Improvements</b>	Public Works	Revenue/Cost Neutral
8	<b>Indoor Sports Facility</b>	Parks and Recreation/ Public Works	\$4.0 to \$6.0 million CIP
9	<b>Compensation Policy Development</b> Employee Benefits/Cafeteria Plan Performance Pay	Administration/ Personnel Department	Cost containment
10	<b>Contracting Services</b> Contracting Street Tree Services Contracting Transit Services	Administration/Other	Cost containment

**MAJOR CITY GOAL - Economic Revitalization**

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**OBJECTIVE**

Implement the economic revitalization plan approved by the City Council in December 1994 to accomplish the following objectives:

- Preserve, enhance and promote the financial stability of the downtown.
- Provide an attractive entryway on Cherokee Lane and build a base for further improvements.
- Promote and preserve economic stability to attract and retain business.
- Improve residential conditions overall and focus improvements in the Eastside Neighborhoods.

**BACKGROUND AND WORKSCOPE**

**Central City Revitalization Element**

This element of the Revitalization Program was approved by the City Council to focus additional City effort and resources on improving the local economy by enhancing community pride in the downtown and promoting the downtown as the historic, pedestrian and socializing center of the City. To accomplish this goal the City Council adopted 6 objectives:

1. Promote downtown specialty retail, restaurant, entertainment and cultural uses.
2. Enhance the visual character and identity of the downtown.
3. Focus public investment to create an attractive pedestrian environment.
4. Tap the potential of the transit station and adjacent Southern Pacific lands to stimulate private investment.
5. Establish incentives to encourage reinvestment in existing buildings and businesses.
6. Initiate a downtown directional and entrance sign program.

The precise work scope is currently being developed on an objective by objective basis. Examples of projects and programs which could eventually be funded through this program include, streetscape improvements on downtown streets, a gateway on School Street at the Lodi Avenue intersection, directional signs to the downtown, added police patrol services in the downtown, relocation of the homeless shelter, financial assistance for relocating business to the downtown, building improvements and activities to attract pedestrian traffic.

## **City of Lodi**

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### **MAJOR CITY GOAL - Economic Revitalization**

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#### **Cherokee Lane Beautification Element**

Cherokee Lane parallels Highway 99 and is the preferred route for north-south intercity travel in the Central Valley. Before the Highway 99 bypass was built, Cherokee Lane was Highway 99 with a mix of businesses which catered to highway traffic. Over time however, Kettleman Lane became the preferred location for commercial development and disinvestment along Cherokee Lane became a problem. To improve Cherokee Lane the City Council adopted three objectives:

1. Improve streetscape and lighting conditions.
2. Establish development standards and guidelines that improve the appearance of buildings and businesses.
3. Encourage and accommodate lodging, auto and support businesses.

#### **Business Growth**

The City Council adopted a list of goals to promote economic development in both the targeted business districts and for city-wide development to promote business and job growth. This goal provides the long term direction to staff and a commitment by the City Council to promote business growth and retention. To ensure that adequate resources are focused on this goal, the City established a position for an economic development coordinator to lead the effort. The economic development goals approved by the City Council in April 1994 include:

1. Recruit new business which will be compatible with and complimentary to the community.
2. Retain existing businesses.
3. Expand existing business.
4. Create an atmosphere beneficial to conducting business.
5. Provide and maintain a tax environment favorable to business development and expansion.
6. Provide financial assistance to business ventures which will make a significant contribution to the City by increasing or retaining jobs and/or by adding capital investment.
7. Coordinate the downtown revitalization project.
8. Coordinate the Cherokee Lane Improvement project.
9. Market Lodi as a tourist and business location.

Some objective to be developed to support of these goals include land use policy revisions, formation of a redevelopment agency to finance reconstruction of buildings in blighted areas, the formation of a Lodi Conference and Visitors Bureau and revitalization of downtown and Cherokee Lane.

**MAJOR CITY GOAL - Economic Revitalization**

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**ACTION STEPS**

Specific action steps will be established as projects and programs are defined.

**RESPONSIBLE DEPARTMENT**

Administration

Others (depending on the project and/or program)

**FINANCIAL AND STAFF RESOURCES ALLOCATED**

The City has allocated \$176,000 per year in 1995-96 and 1996-97 for economic development plus \$200,000 per year for specific projects and programs in the capital improvement budget. The need for additional staff is not anticipated; however, consultant services will be required to complete projects currently identified. Additional resources could be needed if the Council develops a more aggressive program.

**OUTCOME/FINAL PRODUCT**

To be determined on a project by project, program by program basis.

## **City of Lodi**

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### **MAJOR CITY GOAL - Street Crimes Unit**

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#### **OBJECTIVE**

Field a Street Crimes Unit to focus Police resources on high crime neighborhoods and deter criminal activities.

#### **BACKGROUND AND WORKSCOPE**

Overall crime in Lodi has declined in the last year. However, criminal activity in certain neighborhoods and areas of the City exist at unacceptable levels. The continued efforts by the City to remove criminals from the streets and neighborhoods is and will remain a top priority. Recognizing the fiscal constraints which the City faces, the Police Department believes a Street Crimes Unit concept provides the Police Department with the necessary resources to concentrate police personnel in specific problem areas to free patrol officers to respond to general service calls.

#### **ACTION STEPS**

- |   |       |
|---|-------|
| • Recruit and hire 3 new police officers                            | 08/95 |
| • Train new officers  | 10/95 |
| • Select members for the Street Crimes Unity and promote a Sergeant | 10/95 |
| • Street Crimes Unit becomes operational                            | 11/95 |
| • Recruit and hire 2 new police officers                            | 08/96 |
| • Train new officers  | 10/96 |

#### **RESPONSIBLE DEPARTMENT**

Police

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

The operating budget of the Police Department will be increased \$200,000 in 1995-96 and \$120,000 in 1996-97. An additional \$35,000 will be provided in the Capital Budget for the purchase of two patrol vehicles. Three additional officers and one sergeant will be added to the authorized staffing level in 1995-96 and two additional officers will be added to the authorized staffing level in 1996-97.

#### **OUTCOME/FINAL PRODUCT**

Cost effective police services focused on specifically identified problem/crime areas.

**MAJOR CITY GOAL - California Youth Soccer Association**

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**OBJECTIVE**

Execute a long term lease with the California Youth Soccer Association (CYSA) for 275 acres at the White Slough Water Pollution Control Facility for use as a regional soccer complex.

**BACKGROUND AND WORKSCOPE**

The City is presently negotiating with CYSA for the lease of 275 acres at the White Slough Water Pollution Control Facility. The Association proposes to build a fifty field regional soccer complex which will attract soccer tournaments from around Northern California and the Western States. It is likely that the rents received and the secondary economic impact on the City from such tournaments would greatly exceed the City's present income from leasing the property for agricultural uses.

A draft lease has been prepared and forwarded to the Association. The firm hired to prepare the required environmental impact report is already on site, and is moving forward. The Association has also retained an engineering firm to help design the tertiary water treatment facilities which will be required to use treated wastewater for irrigating the soccer fields.

**ACTION STEPS**

- |  |      |
|--|------|
| • Final draft of lease   | 5/95 |
| • Environmental impact report completion/circulation/certification | 7/95 |
| • Final design of facilities (odor control/tertiary treatment)     | 8/95 |
| • Construction of improvement begins                               | 9/95 |

**RESPONSIBLE DEPARTMENT AND ACTIVITY**

Public Works, City Attorney

**FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours of responsible departments until completion of the project.

**OUTCOME/FINAL PRODUCT**

Long term lease between the City and CYSA for property at White Slough, with both rental income and secondary economic impacts on the City from tourism and retail sales.

**MAJOR CITY GOAL - Electric Utility Service Improvements**

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**OBJECTIVE**

To develop a short and long term strategic plan to improve the competitive position of the City's electric utility service in order to provide competitive rates and to maintain the financial health of the City's electric utility fund.

**BACKGROUND AND WORKSCOPE**

The electric utility industry is moving toward a competitive open market due to recent legislative and regulatory agency initiatives. Under the initial guidelines from the Public Utilities Commission, large industrial customers will be allowed to purchase power on the open market beginning January 1, 1996. For Lodi, this could result in the loss of customers such as General Mills, Pacific Coast Producers, RM Holz, etc. which as a group purchase more than 12% of the City available power. If this is allowed to occur, the cost of providing electric services to residential customers would have to be significantly increased to pay for the power the City is obligated to purchase.

To prevent this, the City will have to develop a marketing plan to retain major power customers and to cut the cost of electric services to ensure competitive residential rates.

In addition to the market pressure from deregulation, the City has a significant investment in several ventures with Northern California Power Agency cities (NCPA) for power generation facilities and to purchase power. These investments have been made over several years with the objective of making NCPA cities and Lodi independent of PG&E and other power suppliers. The City's share of debt under these agreements is approximately \$141 million and must be paid for in either power purchases from NCPA or debt service payments.

In developing its independence, the City of Lodi has invested in a number of power plants and purchase power agreements. This includes a geothermal plant, a hydroelectric plant, a cogeneration plant, a steam turbine injection generator, open market purchases and power swapping agreements. With the addition of the steam turbine injection generator in June 1995, the cost of power will increase approximately \$6.0 million per year which must be passed on to the rate payer or sold to other users.

Without deregulation, the City is faced with the need to cut costs, raise rates or find buyers for its excess power. With deregulation, the City must cut operating costs and protect itself from having stranded investments. To ensure that the residents of Lodi are provided safe, reliable and cost effective electric utility services, the City must develop a strategic plan to address these issues in the near future.

## **City of Lodi**

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### **MAJOR CITY GOAL - Electric Utility Service Improvements**

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Possible actions include:

- Refinancing outstanding debt with NCPA
- Reducing operating and personnel costs
- Implementing a utility user's tax
- Contracting electric utility services in part or whole
- Reducing the transfer to the General Fund whether as an In-Lieu Franchise Tax or Utility User's Tax
- Sell in part or whole the City's ownership in power generation facilities
- Sell in part or whole the City's electric utility service

#### **ACTION STEPS**

The action steps to be followed in developing a long term strategic plan for the electric utility include:

- |   |       |
|---|-------|
| • Conduct a preliminary fact finding review of the current financial status and internal controls of the electric utility fund.                 | 05/95 |
| • Adopt a preliminary electric utility budget during budget hearings in June 1995   | 06/95 |
| • Contract with the City's audit firm to conduct an in-depth financial and operations audit of the electric utility fund and internal controls. | 06/95 |
| • Adopt final 1995-97 Financial Plan and Budget for the Electric Fund   | 10/95 |
| • Complete a ten year financial plan based on the goal to provide City customers with competitive electric rates and reliable service.          | 02/96 |
| • Complete a marketing strategy to sell surplus electric power  | 02/96 |

#### **RESPONSIBLE DEPARTMENT AND ACTIVITY**

Electric Department, Finance Department , Administration and NCPA

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE GOAL**

Staff hours and \$50,000 of contract services for audit and consultant services

#### **OUTCOME AND FINAL PRODUCT**

Reliable and cost effective electric utility services provided to residential, commercial and industrial customers at competitive rates.

## City of Lodi

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### MAJOR CITY GOAL - Residential Neighborhood Improvements

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#### OBJECTIVE

Develop and implement a residential neighborhood improvement program to eliminate blight and to ensure that all neighborhoods are maintained at standards consistent with community values.

#### BACKGROUND AND WORKSCOPE

The City of Lodi is committed to maintaining neighborhood residential standards at a level in which every resident can be proud of their neighborhood and which reflects the high standards of the community. To this end the City Council has developed an action plan to revitalize the Eastside residential area which will be used to achieve the City's economic development objectives and which can be used to protect all neighborhoods within the City from blight.

Over time, the City has witnessed the deterioration of the Eastside Neighborhood which is bounded on the west by Church Street and on the east by Cherokee Lane. The cause for this deterioration has been identified to the following trends:

- A decrease in the number of residents who own the housing in which they reside.
- An increase in the number of transient, low income residents who have no stake in the quality of their neighborhoods.
- An increase in the number of high density, multi-unit residential buildings with inadequate neighborhood services and infrastructure.
- A crime rate higher than the rate found in other residential neighborhoods.

The City of Lodi has traditionally focused on providing high quality services and infrastructure for its residents. It has also avoided interfering in the affairs of private property owners. However, the residents of Lodi expect all property owners to maintain their property at a level consistent with the values of their neighbors and to ensure their neighborhoods remain safe and clean.

#### ACTION STEPS

The following action steps have been identified:

- |   |          |
|---|----------|
| • Expand code enforcement efforts to eliminate blight and unsafe neighborhood conditions.           | 07/95    |
| • Develop programs to encourage home ownership and property renovation.                             | 06/96    |
| • Reconfigure commercial and multi-unit residential zoning designations.                            | 06/96    |
| • Upgrade multi-unit residential development standards.   | 06/96    |
| • Work with neighborhood and community organizations to promote neighborhood services and programs. | On-going |

#### RESPONSIBLE DEPARTMENT

Administration and Community Development

**City of Lodi**

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**MAJOR CITY GOAL - Residential Neighborhood Improvements**

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**FINANCIAL AND STAFF RESOURCES ALLOCATED**

Current staff hours and add part-time hours (\$16,000 per year) and an additional code enforcement officer (\$45,000 per year). Add contract services to develop zoning regulations (\$20,000).

**OUTCOME/FINAL PRODUCT**

Safe, clean neighborhoods which reflect the standards of the community and pride in ownership.

**MAJOR CITY GOAL - Conferencing/Performing Art Center**

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**OBJECTIVE**

To construct an 800 seat conferencing/performing arts center in Lodi to:

- Promote local and regional interest in the performing arts through the production of plays, recitals and concerts.
- Provide conference facilities for the greater Lodi area to benefit commercial activities such as restaurants, hotels/motels, specialty stores and other services.
- Enhance the quality of life in Lodi to increase the desirability of the City as a community to maintain and establish a business and to live and raise a family.

**BACKGROUND AND WORKSCOPE**

For nearly two decades, Lodi residents have promoted the idea that Lodi would benefit from a conference/performing arts center. To achieve their goal, the Old Lodi Union High School Site Foundation was formed to act as a catalyst to raise funds for the reconstruction of the downtown abandoned high school. Over five million dollars has been raised to date to plan the site and finance the capital improvements. The remaining work includes the renovation of the auditorium which can be restored as an 800 seat capacity facility.

To complete this facility, a partnership between the City and the Foundation will continue to define the scope of the project, evaluate the demand for a conference/performing arts center, develop use agreements with the Lodi Arts Commission and the Lodi Unified School District, establish management policies and develop a financing plan for construction and operating costs.

**ACTION STEPS**

The following action steps have been identified:

- |  |       |
|--|-------|
| • Establish a steering committee with representatives from the Foundation and Arts Commission. | 06/95 |
| • Sign contracts for working drawings  | 08/95 |
| • Develop joint use agreement  | 10/95 |
| • Prepare management plan for project development  | 12/95 |
| • Prepare operating plan   | 12/95 |
| • Approve working drawings   | 02/96 |
| • Construction of facility   | 07/96 |

**RESPONSIBLE DEPARTMENT**

Administration, Community Center and Public Works

**City of Lodi**

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**MAJOR CITY GOAL - Conferencing/Performing Art Center**

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**FINANCIAL AND STAFF RESOURCES ALLOCATED**

Approximately 400 staff hours and \$9.5 million of capital funds

**OUTCOME/FINAL PRODUCT**

A conference/performing arts center for the residents of Lodi

**MAJOR CITY GOAL - Water Utility Service Improvements**

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**OBJECTIVE**

Ensure a safe, reliable and cost efficient water supply system

**BACKGROUND AND WORKSCOPE**

The City's water system currently has 25 developed wells. Due to DBCP and the TCE contamination standards set by the State and the Environmental Protection Agency, together with bacteria, taste and odor problems, 7 wells do not meet the current drinking water standards. Additionally, Well 9 has an ongoing bacteria problem that causes a distribution system bacteria problem. To meet demand levels anticipated for the summer of 1995, the City must install granular activated carbon (GAC) filters on at least three wells and install a million gallon water tank located at the Fred Reid Substation. This will increase the number of wells available to meet on-going and peak demands.

**ACTION STEPS**

The following action steps are necessary:

- |  |       |
|--|-------|
| • Approval of a rate increase to service debt financing.     | 04/95 |
| • Appropriate \$75,000 for disinfection equipment at Well 9. | 05/95 |
| • Obtain bids for GAC at Wells 22 and 23                     | 05/95 |
| • Prepare plans and specifications for a water tank          | 05/95 |

**RESPONSIBLE DEPARTMENT AND ACTIVITY**

Public Works Department

**FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE GOAL**

Staff hours and \$3.0 million in the Water Capital Budget.

**OUTCOME/FINAL PRODUCT**

Safe, reliable cost effective water services

**MAJOR CITY GOAL - Indoor Sports Facility**

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**OBJECTIVE**

Develop a plan to provide an indoor/sports facility for the residents of Lodi for indoor recreation activities

**BACKGROUND AND WORKSCOPE**

The City has depended on the Lodi Unified School District, the Grape Festival and private property owners to provide indoor space for indoor recreation activities. These facilities are limited and are becoming more expensive to rent or lease.

The City has developed a Parks, Recreation and Open Space Master Plan which identified the need to build an indoor sports facility to meet current demand. There are a number of alternative sites for this facility and a number of existing facilities which the City could rent, lease or purchase. The estimated cost for a facility of the size considered is between \$4.0 million and \$6.0 million. However, the final cost is dependent on the site selected, the uses for the facility and whether existing facilities exist. Accordingly, the City will develop a concept plan to address the following elements:

- A needs and use assessment
- A site selection
- Concept drawings
- Alternative solutions
- Impact on operating costs
- Financing alternatives

**ACTION STEPS**

The following action steps have been identified:

- Contract with an urban/recreation planner to develop a plan to address the elements listed above. 09/95
- Present recommendations to City Council. 03/96

**RESPONSIBLE DEPARTMENT AND ACTIVITY**

Parks and Recreation, Public Works and Administration

**FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours and \$25,000 for consultant services

**OUTCOME/FINAL PRODUCT**

An approved plan to build, lease or purchase an indoor sports facility.

**MAJOR CITY GOAL - Compensation Policy Development**

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**OBJECTIVE**

Develop a compensation policy to guide the City Council and staff in providing fair and equitable compensation to employees for their services which attracts and retains qualified and able employees and which reflects the concerns of taxpayers for control of government compensation plans.

**BACKGROUND AND WORKSCOPE**

Compensation plays a key role in the employment of qualified staff needed to provide City services. While the level of compensation is subject to negotiation, the need to develop policies to guide the City Council and staff in setting compensation objectives is important. The tax paying public needs some assurance that employees will be compensated in a manner that attracts and retains qualified staff while at the same time reflects their ability and willingness to pay. The City's employees need assurance that they will be paid a fair wage for their services consistent with their skills and demands from their jobs and not be subjected to unfounded criticism and ridicule for the compensation they earn. This undermines the morale of the employee and his family and does not promote high productivity.

The City needs to review a number of compensation strategies and policies which may be of use in developing a policy for the City. There are a number of successful models which exist in other cities, agencies and in the private sector which have been effective. These should be reviewed and those elements which would fit successfully within a City policy should be presented to the City Council for review. This policy should address total compensation. Elements to be considered in establishing a compensation policy include:

- Performance pay tied to accomplishment and productivity
- Cafeteria plans
- Survey markets
- Cost of living adjustments
- Community values

**ACTION STEPS**

The following action steps have been identified:

- |   |          |
|---|----------|
| • Contract with a compensation consultant to assist staff and Council develop a compensation policy | 08/95    |
| • Conduct workshops   | 09-12/95 |
| • Review policies with City Council   | 02/96    |

**RESPONSIBLE DEPARTMENT AND ACTIVITY**

Personnel Department and Administration

**FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours and contract services of \$15,000

**City of Lodi**

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**MAJOR CITY GOAL - Compensation Policy Development**

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**OUTCOME/FINAL PRODUCT**

A compensation policy for City employees acceptable to the City Council, the staff and general public.

**MAJOR CITY GOAL - Contracting Services**

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**OBJECTIVE**

To contract City services that can be performed more cost effectively by private enterprise and at standards acceptable to the City Council.

**BACKGROUND AND WORKSCOPE**

The City Council adopted a budget policy in 1994 to contract City services when an opportunity to contain the cost of government services and to enhance productivity existed. The City Council is committed to using private sector resources in delivering municipal services as a key element in providing cost effective services and to contain the increasing cost of government. As such, the Council has identified two activities to be reviewed for possible contracting: (1) the maintenance of street trees; and (2) transit services.

To conduct this review, City staff or a qualified consultant will develop a work statement which identifies the level and quality of services to be provided, the level of management control to be exercised in administering a contract service and the criteria to be used to evaluate cost and bids between City staff and private contractors. Developing this criteria is demanding and important in determining whether to contract services with private business or keep the service in-house. Every player needs to know there is a level playing field and that the criteria used to evaluate the bids does not favor one party or the other. Accordingly, the development of the criteria is best accomplished by an independent consultant.

**ACTION STEPS**

The following action steps have been identified:

- |   |       |
|---|-------|
| • Contract with a consultant to develop work statements, management controls and evaluation criteria. | 09/95 |
| • Present plan to City Council for approval   | 04/96 |
| • Solicit bids for street tree services   | 05/96 |
| • Solicit bids for transit services   | 07/96 |

**RESPONSIBLE DEPARTMENT AND ACTIVITY**

Administration

**FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours and \$30,000 for consultant services

**OUTCOME/FINAL PRODUCT**

Cost effective street tree and transit services for the residents of Lodi